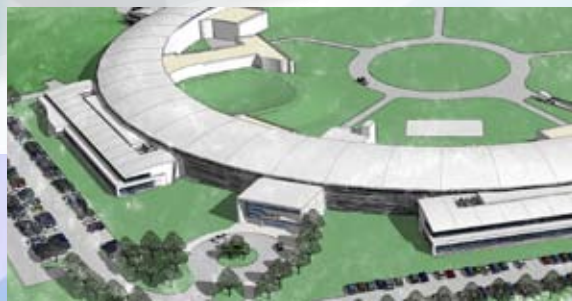




Fiscal Year 2008

Brookhaven National Laboratory
Annual Laboratory Plan (ALP)

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BROOKHAVEN
NATIONAL LABORATORY

Revision 4/08

The only official copy of this document is the online copy available through the Policy and Strategic Planning website (<http://intranet.bnl.gov/planning/ALP.asp>). Before using a printed copy, verify that it is the most current version by checking the document effective date on this website.

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Introduction

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The Fiscal Year 2008 Annual Laboratory Plan (ALP) for Brookhaven National Laboratory (BNL) plays an integral role in execution of our strategy as it defines the priorities and the targets for institutional performance for the coming fiscal year (FY08). The ALP has been structured within the SFA framework, which is outlined in BNL's Strategic Plan. The six areas of strategic focus for the laboratory are:

The structure of the ALP is based on the six SFAs, which are:

- Advancing the Frontiers of Science
- Attracting and Sustaining Top Talent
- Modernizing the Laboratory Infrastructure
- Improving the Quality and Reducing the Costs of Doing Business
- Achieving Excellence in ESS&H
- Fostering Stakeholder Relationships

For the laboratory to be successful in executing its strategy, a clear understanding of the institutional objectives and annual targets is needed, along with the alignment of resource investments to meet those objectives and a framework to monitor performance towards them. That is the purpose of the ALP. In each of the six areas of strategic focus, the goals and near-term objectives from the Strategic Plan are connected to targets for FY08 in this plan.

The ALP also establishes the framework for monitoring performance and progress towards meeting key institutional-level goals and objectives over the course of FY08. While achieving strategic objectives is critical for long-term success of the Laboratory, achieving those objectives at the cost of reduction in critical performance areas is counter productive and will inevitably impact the strength of the Laboratory's science and technology mission. Hence the ALP also encompasses performance monitoring for activities that are critical to sustaining the Laboratory's current activities, as well.

The first SFA, "Advancing the Frontiers of Science," encompasses the strategic elements needed to maintain, evolve, and grow the core business of the laboratory in a manner that supports the anticipated scientific and technological needs of the DOE and our other research sponsors. The other 5 SFAs represent the core elements that the laboratory must manage in order to successfully execute its business (science) strategy and manage the significant risks to the institution that could detract from successful execution of our mission.

For each SFA, the plan consists of three basic elements 1) *Initiatives/Continuous Improvements*, 2) *Baseline Performance*, and 3) *Institutional Level Reviews/Assessments*. *Initiatives/Continuous Improvements* are activities that will significantly improve Laboratory capabilities and/or performance and require dedicated Laboratory resources and continual management

attention to complete. "*Continuous Improvements*" relate to business and operational areas and are those activities that advance the effectiveness or efficiency in the associated SFA. The term "*Laboratory Initiatives*" is reserved for marquee projects that will define the future state of the Laboratory. "*Directorate Initiatives*" are activities which are not of a similar scale or otherwise do not rise to the level of "defining the future of the Laboratory;" nonetheless they require institutional resources and attention to be successful.

Emerging Opportunities are also included under the Advancing the Frontiers of Science and Technology SFA. These are areas of focus that are anticipated to emerge as Laboratory or Directorate level initiative(s) over the near-term (1-2 years). While institutional resources may already be invested in research in these areas through Laboratory-Directed Research and Development or Program Development funds, a coherent set of activities and associated investment strategy has yet to be formulated.

In each SFA area, the *Baseline Performance* targets are the institution's expectations for performance. Baseline Performance defines the core areas of institutional performance that will be monitored and remain visible at the senior Management level.

Three Appendices are included:

- Appendix A lists the *Fiscal Year 2008 DOE and Third-Party Institutional Level Review/Assessment Schedule*.
- Appendix B includes *The Laboratory Calendar of Planning and Assurance Events*. It lists the key activities and events that will shape BNL planning and performance management activities over the course of the coming year.
- Appendix C provides a list of *Abbreviations and Acronyms* which are used throughout the ALP.

There are many assumptions that have been made in developing ALP objectives and targets. The principle assumption is that the American Competitiveness Initiative (ACI) will sustain the support of Congress and the President's budget request for FY08 will be passed, in large measure, by both Houses of Congress and signed into law. This has very significant impact on our top priority, the National Synchrotron Light Source II (NSLS-II) project, and the overall budget for operation of the two major user facilities (the Relativistic Heavy-Ion Collider and the NSLS) and the completion of construction of the Center for Functional Nanomaterials. Additionally, there are significant developments in the scientific programs within the scientific Directorates that hinge on the success of the ACI and the President's Energy Initiative. As events and conditions change throughout the course of the fiscal year, it is expected that the ALP objectives and targets will need to be updated to reflect changes to assumptions, as we refine our understanding of opportunities and risks, and as events and issues unfold.

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Advancing the Frontiers of Science and Technology

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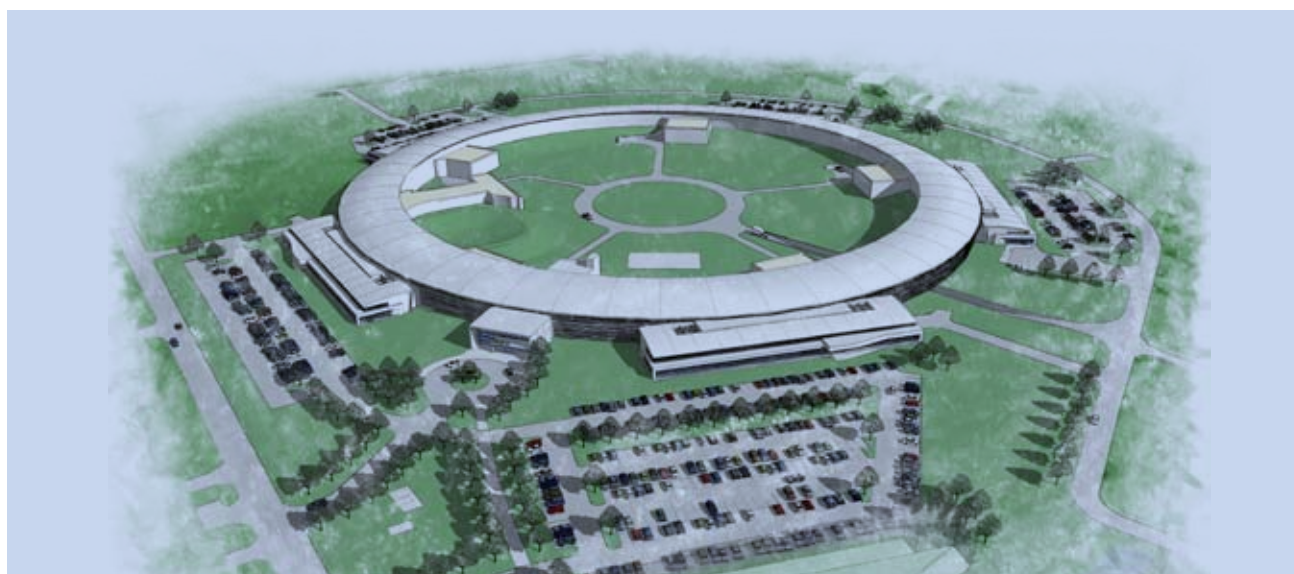
Goal: To develop and sustain world-class research and development programs (R&D) that serve the needs of the nation, further the missions of the Department of Energy and other research sponsors, educate and train future scientists and engineers, and sustain the vitality of the Laboratory.

Laboratory Initiatives

National Synchrotron Light Source-II (NSLS-II)

Goal: Design, construct, and efficiently operate the world leading synchrotron light source capable of delivering unprecedented spatial (1 nm) and energy resolution (0.1 meV) for studies of the electronic, chemical, and physical properties of materials.

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Stakeholder Relations	Communicate project status	Dierker/Lynch	
	Establish Beamline Advisory Teams for project beamlines and seek CD-0 for Major Item of Equipment beamlines	Dierker	
Resolve major design issues and complete final design	Advance design to meet requirements for CD-3	Dierker	
Prepare to successfully transition from design to construction, including routinely using project management systems	Define and execute FY08 work plans and implement earned value measurement tracking	Dierker	
	Institute formal Change Control in accord with the Project Execution Plan to process changes with respect to the baseline established at CD-2	Dierker	
	Finalize RFP for conventional facilities construction contract and create best possible bidding environment	Dierker	
Site Readiness	Develop and execute Warehouse Removal Plan	Bebon	
Maintain schedule in executing NSLS-II Project	Prepare for CD-3 reviews and approval	Dierker	
	Secure NSLS-II Project Funds	Dierker/Lynch/Aronson/BSA	
Develop Joint Photon Sciences Institute (JPSI)	Secure Funding for the JPSI Building	Dierker/Lynch/Aronson/BSA (SBU)	



A Quantum Chromodynamics (QCD) Laboratory at the Relativistic Heavy Ion Collider (RHIC)

Goal: Become the world-leading laboratory for high-energy, nuclear, and spin physics research

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Revise RHIC midterm strategic plan centered on stochastic-cooling-driven luminosity upgrade to optimize RHIC science impact during LHC turn-on	Obtain DOE approval for funding luminosity upgrade through annual Accelerator Improvement Projects	Vigdor	
	Execute FY08 Detector Upgrades	Vigdor	
	Evaluate efficacy of transverse stochastic cooling	Vigdor	
Secure Stakeholder Support	Develop an improved eRHIC science case	Vigdor	
	Cultivate Nuclear Physics eRHIC community, including international collaboration	Vigdor	
Improve RHIC operations, its reliability and reduce operating costs	Improve RHIC beam availability from FY07 performance; continue satisfactory progress on the Electron Beam Ion Source (EBIS)	Vigdor	
	Optimize physics impact of RHIC run 8 within FY08 budget constraints	Vigdor	
Strengthen Nuclear Physics Theory effort	Develop plan for stable funding for nuclear theory effort, including high-temperature lattice QCD work	Vigdor	



Energy-Related Research and Development

Goal: We will carry out the basic science underlying breakthroughs in the effective use of renewable energy through improved transmission, conversion and storage. A key thrust will be to develop new programs in which we work across the spectrum from discovery to applied research and technology deployment.

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Complete and implement a comprehensive Laboratory strategy for Energy R&D	Refine and Implement the Energy Strategic Plan and business case for targets of opportunity	Gibbs	
	Develop and implement comprehensive LDRD/Program Development investment plan for FY08	Looney	Gibbs
	Identify strategic hires in key areas; re-orient, re-build, programs as appropriate	Gibbs	Wirick Henn Misewich Hempfling
	Identify and pursue key R&D partnerships	Gibbs	Wirick Henn Misewich
	Identify and pursue key FWP calls (solar, GTL-biofuels, GNEP/nuclear ...)	Gibbs	Wirick Henn Misewich
Build awareness and support for DOE and Laboratory energy research program	Develop and implement comprehensive communications and stakeholder engagement plan to support DOE basic and use-inspired energy research programs and the Laboratory energy research portfolio	Gibbs	Lynch Misewich Henn Wirick



Scientific Computing

Goal: Establish a leading computational science effort at BNL and become a vital resource for scientific computing in New York State and the Northeast Region

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Establish NYCCS as a Leading Computational Science Center at BNL with SBU	Recruit NYCCS Director	Aronson	BSA (SBU) Hempfling
	Develop strategy for BNL NYCCS science program	Davenport	NYCCS Director BSA (SBU)
	Complete operations model for SBU/BNL/IBM supercomputer	Davenport	BSA(SBU)
	Secure long-term operational funding	Davenport	BSA(SBU)
	Cultivate BG/L User Community	Gibbs	Science ALDs
	Secure funding for computational science at BNL	BSA	
Support long-range plan for computing at BNL	Construct space and provide additional utility capacity for computing facilities	Bates	
Develop HPC Core Competencies to Increase Impacts of BNL Programs	Conduct SWOT Analysis for HPC at BNL	Davenport	
	Develop implementation strategy for HPC at BNL and execute	Davenport	



Transition to operations

Nanoscience

Goal: Become a world leader in the design, fabrication, and characterization of materials and systems at the nanoscale, especially focused on energy security.

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Establish Strategic Plan for BNL Nanoscience/CFN Science Program	Develop Strategic Plan; successfully pass Operations Review	Misewich	Mendez
Transition to operations	Procure/Install 100% of technical equipment	Mendez	
	Obtain CD-4b	Mendez	Misewich
	Recruit key strategic hires	Mendez	Hempfling
Impact of BNL Nanoscience	Develop industrial outreach strategy	Mendez	BSA
Stakeholder relations	Engage targeted communities in the Laboratory's nanoscience research efforts and goals of the CFN, including ES&H	Misewich Mendez	Lynch



Directorate Initiatives

Translational Biomedical Imaging

Goal: Develop a self-sustaining program in advanced imaging instruments and techniques to understand and treat addiction and other maladies.

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Evolve laboratory programs to increase emphasis on instrument and technique development and translation to clinical practice	Develop strategy for program evolution (growth)	Henn	
	Generate funding with Albert Einstein and Cold Spring Harbor, New York University	Henn	
	NIH funding for BNL-Mount Sinai Center for Translational Biomedical Imaging	Henn	
	Respond to DOE and STSC committee evaluations, including obtaining funding for magnet replacement	Henn BSA (SBU)	
	Develop plan for NYS funding of CSH/SBU/BNL Research Alliance	Henn	

Emerging Opportunities

Advanced Radiation Detectors

Goal: Develop leading program in advanced materials for radiation detection devices.

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Develop and implement strategic plans and business plans for Advanced Radiation Detection R&D for HS/NS applications that leverage BNL competencies	Assemble strategic and business plans (with SWOT analysis) for advanced radiation detection and imaging	Wirick	
	Brief STSC on emerging thrust. Incorporate input from the S&T Steering Committee into final plans	Wirick	
	Initiate implementation of plans including briefings to targeted sponsors (NNSA, DTRA and DHS)	Wirick	
	Organize workshop on radiation detector physics (August 2008). Organize workshop on detectors, electronics, and applications (November 2008)	Wirick	

Baseline Performance

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Maintain strength of core research programs and meet sponsor expectations	RHIC, NSLS, Free Air Carbon Dioxide Enrichment (FACE) facility, and mobile Atmospheric Radiation measurement (ARM) facility meet OMB PART and DOE minimum performance metrics (e.g. Joule reports)	Vigdor (RHIC) Dierker (NSLS) Wirick (FACE/ARM)	Lowenstein (RHIC) Kao (NSLS)
	Peer reviews confirm the strength of core science programs	Science ALDs	
	Timely response to recommendations from program reviews	Science ALDs	
	Effective engagement of S&T steering committee	Gibbs Aronson BSA	
Anticipate trends in national R&D priorities and funding	BNL representation on national R&D advisory committees and working groups	Science ALDs	
Effectively and pro-actively transfer BNL Technologies	Institute a technology maturation program	Looney	

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Attracting and Sustaining Top Talent

Goal: BNL will attract and sustain staff to maintain, evolve, and expand the Laboratory's core competencies and execute the Laboratory's strategy. We will also be viewed as being the employer of choice and we will work in an environment that fosters innovation, respects diversity, and behaves ethically. Accordingly, we will offer the following:

- Stimulating, meaningful work based on a shared vision throughout the Laboratory,
- Attractive, competitive compensation and benefit plans,
- Reward systems that recognize outstanding performance and achievement,
- Opportunities for staff to develop their capabilities to the fullest potential.

Continuous Improvement

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Effective and Efficient Recruitment of Strategic Hires	Develop and execute a resource loaded strategic hire list	ALDs	Hempfling BSA
Viable Succession Plan for Key Laboratory Positions	Develop and implement a “Leadership Pipeline” strategy	Hempfling	All ALDs
	Implement a Future Manager Program for new college graduates	Hempfling	Bates Hauser
Competitive Compensation and Appropriate Reward System	Develop additional career steps (e.g. distinguished member of technical staff or other) for scientific staff	Gibbs	Hempfling BSA
Inclusive Work Environment	Develop a strategy for cultivating underrepresented staff for scientific research positions	Looney	Kendall

Baseline Performance

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Retain High Performing Staff	Implement the recognition program (awards, bonuses)	Hempfling	All ALDs
Family Friendly Work Environment	Develop a flexible work schedule program	Hempfling	

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Modernizing the Laboratory Infrastructure

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Goal: Provide the foundation for world-class scientific research and development and implement a long term strategy for investment and continual improvement of the site and infrastructure to:

- Convey a positive image of the Laboratory as a world-class laboratory.
- Serve as a recruiting tool to aid in attracting and sustaining top talent.
- Provide state-of-the-art scientific support facilities
- Provide a work environment that is operationally safe, reliable, energy efficient, and cost competitive.

Continuous Improvement

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Complete the Research Support Building (RSB) Project	Obtain LEED rating for RSB	Bates	
Reduce Maintenance Backlog	Develop a strategically driven Maintenance Investment Program	Bates	
Support SLI Infrastructure Initiative	Obtain CD-1 for Interdisciplinary Support Building	Bates	
	Obtain CD-2 and CD-3 for Science Laboratory renovation Phase 1 and incorporate LEED criteria into the renovation	Bates	
	Support Renovate Science Labs Phase II in 2010 SLI budget	Bebon	

Baseline Performance

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Reliable Facilities	Electrical/Utility and Building/Facility Reliability >=99.96%	Bates	
	Maintenance Investment Index >= 100% of Targeted Levels (i.e. 2% of RPV)	Bates	
	Asset Condition Index >=95%	Bates	

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Improving the Quality and Reducing the Cost of Doing Business

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Goal: Foster an on-going process of sizing services according to need
in a cost efficient manner that optimally aligns resources and actions to
achieve our strategic goals.

Continuous Improvement

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Maintain competitive and stable electricity rates	Establish and sustain New York State government officials support for favorable electric power rates for BNL	Bebon	Lynch Bebon BSA (SBU)
	Negotiate renewal of the NYPA contract or short term extension (3-6 months)	Bebon	BSA (SBU)
	Complete feasibility study for alternative electrical capacity and/or energy suppliers	Bates	
Implement Programs to Foster Continuous Improvement to Laboratory-wide processes	Implement an Idea System that integrates the P2 and S2 programs	Hempfling	
	Implement Human Performance Improvement Initiative	Lynch	Bebon
	Business Review Committee complete study on relationship between CFO and Business Managers	Hauser	Ernst
Establish and Sustain Project Management Capabilities	Develop and implement BNL project management system	Bebon	
	Achieve Earned Value Management System (EVMS) certification	Bates	
Meet DOE Team Initiative "Portfolio" Goals	Develop and implement a strategy to significantly reduce energy intensity and water usage	Bates	
	Assist DOE with obtaining an ESPC by FY end	Bates	
Reorganize Facilities & Operations Directorate	Develop reorganization plan and begin implementation	Bates	

Baseline Performance

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Provide and execute effective financial management system controls	Develop baseline cost of doing business	Hauser	
	Complete OMB-123 implementation	Hauser	
	Internal Audit concludes adequate controls of institutional financial systems	Hauser	
Effective corporate assurance	Assurance reports to corporate risk committees reflect a comprehensive and objective assessment of institutional risks	Looney	Hempfling Bebon Hauser
Meet contract performance expectations	DOE rating >=B+	All ALDs	

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Achieving Excellence in ESS&H

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Goal: BNL strives to demonstrate excellence in protecting people, property, and the environment that expects every employee, contractor, and guest to take personal responsibility for adhering to the following principles:

Environment: We protect the environment, conserve resources, and prevent pollution.

Safety: We maintain a safe workplace and we plan our work and perform it safely. We take responsibility for the safety of ourselves, coworkers, and guests.

Security: We protect people, property, information, computing systems, and facilities.

Health: We protect human health within our boundaries and in the surrounding community.

Compliance: We achieve and maintain compliance with applicable ESSH requirements.

Community: We maintain open, proactive and constructive relationships with our employees, neighbors, regulators, DOE, and our other stakeholders.

Continual Improvement: We continually improve ESSH performance.

Continuous Improvement

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Revitalize Integrated Safety Management (ISM) at BNL	Develop a Corrective Action Plan for the ISM review report findings. Incorporate it into the ISM/ Safety Improvement Plan	Bebon	BSA (Battelle)
	Execute the ISM/Safety Improvement Project Plan	Bebon	Looney Lynch BSA (Battelle)
	Complete the corrective action plan (CAP) in response to the C-AD arc flash incident and subsequent laboratory and Type B investigations	Bates	McNerney
	Develop the Corrective Action Plan for the Worker Safety and Health Programs required by 10CFR851	Parnell	
	Develop trending, analysis and reporting process for the Safety Observation Program for level 1, 2 and 3 managers	Parnell	BSA (Battelle)
Emergency Preparedness-Achieve and sustain full compliance with DOE O 151.1	Achieve a favorable outcome from the HS-63 Emergency Management Review	Bates	
	Complete the Emergency Management Project Plan	Bates	Support ALDs
	Complete required Emergency Planning Hazards Assessments (EPHA) exercises	Bates	Support ALDs
Upgrade, verify, and sustain facility authorization basis documents and associated management processes	Develop and implement a Facility Safety Improvement Plan	Bebon	
	Obtain DOE approval for downgrading the Waste Management Facility	Parnell	
D&D of the Brookhaven Graphite Research Reactor	Obtain CD-2/3. Initiate Graphite removal	Hill	
D&D of the High Flux Beam Reactor	Obtain CD, as required. Ship Control Rod Blades	Hill	

Baseline Performance

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Third-Party verification of ESS&H program effectiveness	Maintain ISO 14001 Registration and EPA Performance Track membership	Parnell	All ALDs
	Maintain Lab-wide OHSAS 18001 registration	Parnell	All ALDs
Manage and reduce impact of legacy activities of the Laboratory	Conduct risk assessment of BMRR	Parnell	
	Transfer Brookhaven Medical Reactor to EM	Parnell	
Secure Network and Cyber Infrastructure	Achieve a satisfactory rating on external Cyber Security evaluations	Gibbs	Schlagel BSA (Battelle)
	POA&M actions completed on or ahead of schedule	Gibbs	Schlagel BSA (Battelle)

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Fostering Stakeholder Relationships

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Goal: BNL will establish and sustain constructive relationships with targeted stakeholders 1) to support the scientific and operational priorities articulated in the Lab's strategic and annual plans, 2) to continue to be recognized by these stakeholders as a world-class research institution, an employer of choice, and a community asset, and 3) to cultivate programs that help develop the next generation of scientists and engineers.

Continuous Improvement

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Strengthen relationships with DOE Office of Science and other DOE program offices	Establish a process for collecting and addressing concerns, issues and priorities	Lynch	Gibbs/Bebon / Science and Support ALDs
Anticipate and address external and internal stakeholder related issues	Develop, update and implement communications and engagement plans for the decontamination and decommissioning of the HFBR, BGRR and BMRR, waste transportation safety, security and emergency management	Bebon	Lynch/Bates/Hill

Baseline Performance

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Build and promote stakeholder support for DOE and Laboratory priority initiatives and programs	Promote the Laboratory's research and operations accomplishments	Lynch	
	Sustain workforce development partnership opportunities between the Laboratory/DOE and academic institutions, and among Laboratory scientists, teachers and students	Lynch	
Manage internal and external stakeholder related issues through communications and engagement	Assess and develop strategies to address changes in political and government landscape	Lynch	
	Engage and inform internal and external communities in Laboratory decisions, plans, and initiatives	Lynch	



Appendix A: Strategy, Planning, and Execution

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Strategic planning is a process which entails developing and articulating a clear and compelling vision for the future, developing and executing a strategy aimed at achieving our goals, aligning resources and actions to the desired outcomes, and checking our progress against our goals. Planning and strategy formulation is constantly tested, refined, and informed by our customers, users, stakeholders, and each and every person at the laboratory. Given this, the following targets are important for the laboratory to achieve in FY08 to refine its strategy and further strengthen strategy execution as a part of our continuous improvement process.

Objectives	FY08 Targets	Primary Owner	Secondary Owners
Compelling Laboratory's vision	Refine BNL Mission and Vision	Looney	ALDs
	Analyze cost and revenue drivers, develop strategy to manage costs	Hauser Looney	ALDs
	Analyze the future R&D environment for BNL	Gibbs Looney	McNerney
Strategic plan focused on vision	Refine lab strategy	Looney	
Make strategy execution a part of everyone's job	FY08 Annual Laboratory Plan	Aronson Gibbs Bebon	Looney Hauser Hempfling Lynch
	Level-1 Business Plans for all ALDs	ALDs	
	Individual R2A2s reflect strategy execution responsibilities	ALDs	
	Individual performance plans reflect Laboratory's strategic intent	ALDs	
Align resources with strategic objectives	Allocate FY08 G&A incremental budgets per Annual Laboratory Plan	Looney Hauser Bebon Gibb	
	FY09 Business Planning and budget formulation based on strategic intent and FY09 ALP	Looney	Aronson Gibbs Bebon Hauser Hempfling Lynch
Make planning and strategy formulation a continual process that is constantly tested, refined, and informed by our customers, consumers, and each and every person at the Laboratory.	Develop communications package and test strategic plan through vetting with multiple stakeholders	Lynch	
	Refine the Laboratory's assessment program	Bebon Looney	



Appendix B: FY08 Institutional Level DOE and Third-party Review/ Assessment Schedule

The following is a list of FY 2008 institutional-level assessments that will be conducted by the Department of Energy or third-party entities (e.g. registration bodies). Many additional assessments are planned throughout the course of the year at the organizational and management system levels.

SFA/Assessment Title	Scheduled Date	Review Type /Reviewer
Advancing the Frontiers of Science		
CFN Operational Readiness Review	November	DOE/BHSO
NSLS II External Independent Review (EIR)	November	EIR
NSLS II Lehman Review for CD-2	November	DOE/SC/Lehman Review
Brookhaven Laboratory Animal Facility (BLAF)	December	NYSDOH
NASA Space Radiation Laboratory	January	NASA
Daya Bay	January	DOE/SC
Accelerator Safety	January	DOE/BHSO
C-AD Machine Advisory Committee Meeting	February	
High Energy Physics	TBD	DOE/HEP
RHIC S&T Review	TBD	DOE/NP
Biology S&T Committee Review	Quarter 2	BSA S&T Steering Committee
Medical Nuclear Medicine	Quarter 3	DOE
EENS S&T Visiting Committee Review	Summer 2008	BSA S&T Steering Committee
Life Sciences Joint Commission for the Accreditation of Healthcare Organizations	Quarter 4	JCAHO
Life Sciences Association for the Assessment and Accreditation of Laboratory Animal Care	Quarter 4	AALAC
Life Sciences Association for the Accreditation of Human Research Protection Programs	Quarter 4	AAHRP
Attracting and Sustaining Top Talent		
None Scheduled	---	---
Modernizing the Laboratory Infrastructure		
None Scheduled	---	--
Improving the Quality and Reducing the Cost of Doing Business		
Earned Value Management System Certification	October	DOE
Annual OMB A-123 Testing/Assurance	January - July	BNL/BSA
FY08 Financial Statement Audit – IT	April	DOE/OIG
Achieving Excellence in ESS&H		
ISM Effectiveness Review and Validation	January	DOE/BHSO
Environmental: SPDES Discharges Related to Mercury	February	DOE/BHSO
Emergency Management - Categorization & Classification; Notifications & Communication	February	DOE/BHSO
Asbestos	March	DOE/BHSO
Quality Assurance: Suspect Parts/Counterfeit Items; Software QA	March	DOE/BHSO
ISO 14001 and OHSAS 18001 Registration	April	NSF ISR
Noise/Hearing Conservation	April	DOE/BHSO
BGRR Operational Readiness Review	May	DOE/BHSO
Emergency Management: Consequence Assessment; and Termination and Recovery	May	DOE/BHSO
Emergency Management	May	DOE/HS-63
Radiation Protection: ALARA Program; Limits for Embryo/Fetus	June	DOE/BHSO
HFBR Operational Readiness Review	June	DOE/BHSO
Environmental: Long Term Stewardship (Unidentified Legacy Environmental Restoration Activities)	July	DOE/BHSO
Electrical Safety	August	DOE/BHSO
Brookhaven Environmental Management Completion Program		
Milestones and Cost Goals for Environmental Cleanup	TBD	DOE/OIG
Emergency Management - Emergency Public Information	August	DOE/BHSO
Fostering Stakeholder Relationships		
None Scheduled	---	--



Appendix C: FY08 Laboratory Calendar of Planning and Assurance Events

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The following is a list of major institutional level planning and assurance events and deliverables in Fiscal Year 2008.

Event	Scheduled Date
Brookhaven Science Associates Events/Deliverables	
Senior Management Retreats	
Director's Support Organization FY08 Business Plan Review	10/2007
Director's Annual Laboratory Plan Meeting	3/2008
BSA-BHSO Partner's Retreat	6/2008
Director's Strategic Retreat	6/2008
Director's Support Organization FY09 Business Plan Review	7/2008
BSA Board Meetings	
BSA Assurance/Risk Committees and Board Meeting	10/3/2007
BSA Assurance/Risk Committees and Board Meeting	2/28/2008
BSA Assurance/Risk Committees and Board Meeting	6/13/2008
BSA Assurance/Risk Committees and Board Meeting	11/18/2008
BSA S&T Steering Committee Meetings	
BSA S&T Steering Committee Meeting	1/2008
BSA S&T Steering Committee Meeting	3/2008
BSA S&T Steering Committee Meeting	6/2008
Policy Council Performance Evaluation Meetings	
FY 2007 Period 1 Policy Council Performance Meeting	3/2008
FY 2007 Period 2 Policy Council Performance Meeting	7/2008
FY 2007 Period 3 Policy Council Performance Meeting	10/2008
Laboratory Performance Reports and Self-Assessments	
FY 2007 Final Year-End Evaluation Report Due to BHSO	11/15/2007
FY 2008 Period 1 Report to BHSO	2/21/2008
FY 2008 Period 2 Report to BHSO	6/20/2008
FY 2008 Period 3 Report to BHSO	10/21/2008
BHSO-BSA Quarterly Performance Reviews	
FY 2008 Period 1 Performance Meeting	3/2008
FY 2008 Period 2 Performance Meeting	7/2008
FY 2009 PEMP to BHSO	8/2008
FY 2008 Period 3 Performance Meeting	11/2008
Corporate Assurance Reports	
FY 2007 Assurance Letter from BSA Corporate to BHSO	12/2007
FY 2008 Period 1 BNL Assurance Reports to BSA	2/2008
FY 2008 Period 2 BNL Assurance Reports to BSA	6/2008
FY 2008 FMFIA Assurance Letter to BHSO	8/2008
FY 2008 Period 3 BNL Assurance Reports to BSA	10/2008
FY 2008 Annual OMB 123 Submission to DOE	9/2008

Appendix D: Acronyms and Abbreviations

ACI	American Competitiveness Initiative	GTL	Genomes to Life
ALD	Assistant/Associate Laboratory Director	HEP	Office of High Energy Physics
ALP	Annual Laboratory Plan	HFBR	High Flux Beam Reactor
ANL	Argonne National Laboratory	IA	Internal Audit
ARM	Atmospheric Radiation Measurement	IBM	International Business Machines
ASCR	Office of Advanced Scientific Computing Research	IP	Intellectual Property
BCUs	Black Colleges and Universities	ISM	Integrated Safety Management
BER	Office of Biological and Environmental Research	ISO	International Organization for Standardization
BES	Office of Basic Energy Sciences	JLab	Thomas Jefferson National Laboratory
BESAC	Basic Energy Sciences Advisory Committee	JPSI	Joint Photon Science Institute
BG/L	BlueGene/L Computer	LDRD	Laboratory Directed Research and Development
BGRR	Brookhaven Graphite Research Reactor	LRP	Long Range Plan
BHSO	Brookhaven Site Office	MSSM	Mount Sinai School of Medicine
BNL	Brookhaven National Laboratory	NIH	National Institutes of Health
BSA	Brookhaven Science Associates	NPP	Nuclear and Particle Physics
BSP	Brookhaven National Laboratory Strategic Plan	NSAC	Nuclear Science Advisory Committee
CAC	Community Advisory Council	NSLS	National Synchrotron Light Source
CAP	Corrective Action Plan	NSLS-II	The future National Synchrotron Light Source
CD-0	Critical Decision Zero (Approve Mission Need)	NYS	New York State
CD-1	Critical Decision One (Approve Alternative Selection and Cost Range)	NYCCS	New York Center for Computational Science
CD-2	Critical Decision Two (Approve Performance Baseline)	OHSAS	Occupational Health Safety Assessment Series
CD-3	Critical Decision Three (Approve Start of Construction)	OMB	Office of Management and Budget
CD-4a	Critical Decision Four (Beneficial Occupancy)	OSHA	Occupational Safety and Health Administration
CD-4b	Critical Decision Four (Approve Start of Full Operations)	PED	Project Engineering and Design
CDR	Conceptual Design Report	PEMP	Performance Evaluation and Measurement Plan (a.k.a Contract Appendix B)
CFN	Center for Functional Nanomaterials	QCD	Quantum Chromodynamics
CTN	Center for Translational Neuroimaging	R&D	Research and Development
DOE	Department of Energy	RHIC	Relativistic Heavy Ion Collider
EA	Environmental Assessment	ROD	Record of Decision
EBIS	Electron Beam Ion Source	RSB	Research Support Building
ES&H	Environment, Safety, and Health	S&T	Science and Technology
ESH&Q	Environment, Safety, Health & Quality	S&TSC	Science and Technology Steering Committee
ESS&H	Environment, Safety, Security, and Health	SBU	Stony Brook University
EVMS	Earned Value Management System	SFA	Strategic Focus Area
FACE	Free Air Carbon Dioxide Enrichment	SWOT	Strengths, Weaknesses, Opportunities, and Threats
FMFIA	Federal Managers Financial Integrity Act		
FWP	Field Work Proposal		
FY	Fiscal year		
G & A	General and Administrative		
GNEP	Global Nuclear Energy Partnership		

Revision History

Date	Descriptions		
4/2008	Under the “Advancing the Frontiers of Science” SFA, “National Synchrotron Light Source-II” Initiative, replaced Objectives, FY08 Targets, and Primary Owners with the following:		
	Objective	FY08 Targets	Primary Owner
	Stakeholder Relations	Communicate project status	Dierker
		Establish Beamline Advisory Teams for project beamlines and seek CD-0 for Major Item of Equipment beamlines	Dierker
	Resolve major design issues and complete final design	Advance design to meet requirements for CD-3	Dierker
	Prepare to successfully transition from design to construction, including routinely using project management systems	Define and execute FY08 work plans and implement earned value measurement tracking	Dierker
		Institute formal Change Control in accord with the Project Execution Plan to process changes with respect to the baseline established at CD-2	Dierker
		Finalize RFP for conventional facilities construction contract and create best possible bidding environment	Dierker
	Site Readiness	Develop and execute Warehouse Removal Plan	Bebon
	Maintain schedule in executing NSLS-II Project	Prepare for CD-3 reviews and approval	Dierker
		Secure NSLS-II Project Funds	Dierker/Lynch/Aronson/BSA
	Develop Joint Photon Sciences Institute (JPSI)	Secure Funding for the JPSI Building	Dierker/Lynch/
	Under the “Advancing the Frontiers of Science” SFA, “A Quantum Chromodynamics (QCD) Laboratory” Initiative at the Relativistic Heavy Ion Collider (RHIC)”, added Primary Owner “Vigdor” for FY08 Target “Evaluate efficacy of transverse stochastic cooling”.		
	Under the “Advancing the Frontiers of Science” SFA, “Scientific Computing” Initiative, replaced Primary Owner “Bebon” with “Bates” for FY08 Target, “Construct space and provide additional utility capacity for computing facilities”.		
	Under the “Advancing the Frontiers of Science” SFA, “Nanoscience” Initiative, changed FY08 Target “Obtain CD-4A” to “Obtain CD-4b”, and replaced Primary Owner “Harrison” with “Mendez”.		
	Under the “Advancing the Frontiers of Science” SFA, “Nanoscience” Initiative, replaced Primary Owner “Harrison” with “Mendez” under FY08 Target, “Procure/Install 100% of technical equipment”.		
	Under the “Modernizing the Laboratory Infrastructure” SFA, “Support SLI Infrastructure Initiative” Objective, added FY08 Target “Support Renovate Science Labs Phase II in 2010 SLI budget” and Primary Owner “Bebon”.		

Date	Descriptions
4/2008	Under the “Improving the Quality and Reducing the Cost of Doing Business” SFA, “Implement Programs to Foster Continuous Improvement to Laboratory-wide processes” Objective, added FY08 Target” Business Review Committee complete study on relationship between CFO and Business Managers”, Primary Owner “Hauser”, and Secondary Owner, “Ernst”.
	Under the “Improving the Quality and Reducing the Cost of Doing Business” SFA, “Implement Programs to Foster Continuous Improvement to Laboratory-wide processes” Objective, added FY08 Target” Business Review Committee complete study on relationship between CFO and Business Managers”, Primary Owner “Hauser”, and Secondary Owner, “Ernst”.
	Under the “Improving the Quality and Reducing the Cost of Doing Business” SFA, “Meet DOE Team Initiative “Portfolio” Goals” Objective, added FY08 Target “Assist DOE with obtaining an ESPC by FY end”, and Primary Owner “Bates”.
	Under the “Improving the Quality and Reducing the Cost of Doing Business” SFA, added Objective “Reorganize Facilities & Operations Directorate”, FY08 Target “Develop Reorganization Plan and begin implementation”, and Primary Owner “Bates”.
	Target Owner names changed to reflect organizational changes: EENS Interim Associate Laboratory Director: Wirick Environment, Safety & Health Directorate Assistant Laboratory Director: Parnell



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